

Strategic Supply Chain Management Practices and Performance of Public Service Pension Schemes in Kenya: A Case Study of Public Service Superannuation Fund

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ABSTRACT

The study examined the effect of strategic supply chain management practices and performance of public service Superannuation Fund. The Specific objectives included evaluating the impact of customer relationship and process control on the performance of Public Service Superannuation Fund. The study was anchored on relational theory of management. The study adopted the descriptive research design and the targeted population for the study was 343 employees in Public service Superannuation Fund. The qualitative data was analyzed using content analysis while quantitative data using descriptive and inferential statistics. Moreover, the unit of analysis was the managers, technical support, secretariat, and board members. The study findings reveal that both customer relationship management and process control have a positive influence on the performance of the Public Service Superannuation Fund's strategic supply chain management. The study concludes that both customer relationship management (CRM) and process control significantly influence the Public Service Superannuation Fund's strategic supply chain management performance. The findings suggest that prioritizing process control practices while maintaining a focus on customer relationships is the most promising strategy for enhancing the fund's overall performance. The study recommends that the Public Service Superannuation Fund prioritize enhancing its CRM practices by implementing a citizen-centric approach, establishing robust feedback mechanisms, and implementing advanced CRM systems to centralize customer data and facilitate personalized interactions. Additionally, the fund should develop and track specific performance metrics and KPIs related to CRM to quantify progress and identify areas for improvement. Regarding process control, the study recommends implementing comprehensive quality control measures, fostering a culture of process improvement and innovation, investing in advanced data analytics and modern technology to automate and streamline supply chain processes, and defining and tracking specific performance metrics and KPIs for process control to measure progress and guide future improvements.

Keywords: Customer relationship, process control, performance, superannuation fund.

INTRODUCTION

Customer relationship management (CRM) and process control have emerged as crucial components in supply chain management, particularly for public institutions like the Public Service Superannuation Fund (PSSF) (Attuquayefio & Addo, 2021). This transformative shift in paradigm places both CRM and process control at the epicenter of supply chain evolution, reflecting a growing emphasis on customer satisfaction, operational efficiency, and performance optimization. In the realm of public institutions, where service delivery and citizen satisfaction are paramount, CRM assumes a critical role in connecting the PSSF with its members, while process control ensures the smooth execution of operations (Musafiri et al., 2022).

The integration of CRM systems empowers the PSSF to leverage member data effectively, enabling precise analysis and the tailoring of services to cater to each individual's unique needs and preferences (Shankdhar, 2021). Simultaneously, robust process control mechanisms allow the fund to monitor and regulate its operations, ensuring timely and accurate service delivery (Cooper & Schindler, 2014). This dual approach of enhancing customer relationships and optimizing internal processes creates a synergistic effect on the PSSF's performance, potentially leading to improved member satisfaction and operational efficiency (Attuquayefio & Addo, 2021).

The implementation of CRM in the PSSF facilitates the comprehensive spectrum of activities, from meticulous collection and scrutiny of member data to the augmentation of services and targeted communication initiatives (Bento, Mertins, & White, 2017). In parallel, process control enables the fund to scrutinize and refine critical operational facets, including inventory management, production scheduling, and quality control (Deloitte, 2021). This dual focus on external relationships and internal processes empowers the PSSF to anticipate member needs, proactively address concerns, and continuously improve service delivery mechanisms while maintaining operational excellence (Deng & Gaur, 2022).

The profound impact of both CRM and process control within the PSSF cannot be overstated (Attuquayefio & Addo, 2021). Competent CRM practices enable the fund to attain an enriched comprehension of member behavior and preferences, leading to more responsive and member-centric services (Attuquayefio & Addo, 2021). Simultaneously, effective process control bestows upon the PSSF the boon of operational simplification, eradicating wasteful redundancies and heightening productivity (Deloitte, 2021). This synergistic approach results in diverse applications within the fund's operations, including proficient resource allocation, accurate demand forecasting for services, and comprehensive improvement of overall operational efficiency (Bento, Mertins, & White, 2017; Cooper & Schindler, 2014).

The implementation of CRM and process control in the PSSF can serve as a catalyst for increasing efficiency while reducing operational costs (Shankdhar, 2021; Cooper & Schindler, 2014). By automating a range of member-related tasks and closely monitoring operational processes, the fund can allocate valuable human resources towards more intricate and strategic facets of service delivery (Bresnahan & Yin, 2017; Deloitte, 2021). This enhanced efficiency, driven by both improved customer relationships and optimized processes, benefits the entire PSSF ecosystem, culminating in decreased costs and improved overall performance (Bresnahan & Yin, 2017; Isirimah & Onuoha, 2020).

Thus, the current study examined two critical aspects of supply chain management within the Public Service Superannuation Fund (PSSF): the influence of customer relationships and the impact of process control on the fund's performance. By understanding how customer relationship management impacts fund performance, the PSSF can potentially enhance member satisfaction, improve service delivery, and ultimately strengthen its financial position (Deng & Gaur, 2022). In addition, by exploring the relationship between process control and performance, the study aimed to identify opportunities for operational improvements that could lead to cost reductions, enhanced accuracy in benefit calculations, and improved overall fund management. Together, these objectives provided a comprehensive view of both external (customer-focused) and internal (process-focused) factors that significantly influence the PSSF's performance, offering valuable insights for strategic decision-making and operational enhancements in public sector superannuation fund management.

Statement of the Problem

In April 2017, Christine Bahati Nyakundi initiated a groundbreaking research expedition into the realm of supply chain management within Kenya's industrial institutions. Her study focused on key independent variables: green purchasing, green marketing, green reverse logistics, and green risk management. These variables played a pivotal role in influencing organizational performance, the dependent variable, as evident from her research findings. However, while Nyakundi's research was extensive and integrated manufacturing and supply chain principles to ensure cost-effective and environmentally conscious supply processes, it had its limitations. Notably, her study did not encompass service delivery, particularly within public institutions, and was confined to a specific set of factors within a particular private institution.

In a related study, Wanjiru and Kiarie (2018) explored the impact of supplier relationships on supply chain

sustainability, focusing on strategic procurement practices in the Nyandarua county government. Nevertheless, their research did not delve into additional variables to comprehensively investigate the subject. As a result, certain aspects of the conceptual framework, particularly those related to the integration of supply chain management practices with consumer and supply satisfaction, remain unexplored in existing research. Effective supply chain management is crucial for public institutions due to its direct influence on cost-effectiveness and service provision. However, the examination of factors influencing supply chain management practices and performance of public service pension schemes has been limited, leading to a research gap in this specific field.

Bento, Mertins, and White (2017) argue that supply chain management within public institutions is shaped by various internal and external factors, including technological advancements, organizational culture, and government regulations. To gain a comprehensive understanding of the distinct challenges and opportunities associated with implementing supply chain management practices in public institutions, further research is necessary. The primary objective of this study is to shed light on the factors significantly influencing supply chain management within public institutions and emphasize the critical importance of addressing these drivers to enhance efficiency, cost-effectiveness, and sustainability. An exploration of the impacts of process control and customer relationship on the supply chain can potentially offer valuable insights for policymakers and practitioners. These insights can contribute to the optimization of supply chains, ensuring the efficient operation of public institutions and ultimately serving the interests of the public effectively.

Objectives of the Study

- i. To investigate the influence of customer relationships on performance of Public Service Superannuation Fund.
- ii. To examine how process control influences performance in the Public Service Superannuation Fund.

LITERATURE REVIEW

Theoretical Literature Review

The study was guided by the Relational Theory of Management (RTM). RTM originated from the Human Relations movement, which began with the Hawthorne studies conducted between 1924 and 1932 at the Western Electric Company (Ward, 2024). While not attributed to a single theorist, the concept was developed and popularized by scholars such as Elton Mayo and Fritz J. Roethlisberger from the Harvard Business School. The theory posits that organizational success is significantly influenced by the quality of relationships both within the organization and with external stakeholders. A key assumption of this theory is that by fostering positive relationships, organizations can enhance coordination, information sharing, and overall effectiveness (Gunanta & Saudi, 2021).

The theory was relevant to this study as it provides a comprehensive framework for examining both objectives related to the Public Service Superannuation Fund (PSSF). For the first objective, investigating the influence of customer relationships on PSSF performance, RTM offers insights into how building strong connections with fund members can contribute to organizational success (Hussain, Lei, & Akram, 2021). The theory's emphasis on external relationships aligns with the need to understand and manage customer (member) interactions effectively. Regarding the second objective, examining how process control influences PSSF performance, RTM's focus on internal relationships and cross-departmental cooperation provides a valuable perspective on how effective process control can be achieved and its potential impact on fund performance. The theory's holistic approach, considering both internal and external relationships, makes it particularly suitable for exploring the interplay between customer relationships and process control in the context of PSSF performance.

Empirical Literature Review

Customer Relationship Management (CRM) has been identified as a crucial component in enhancing supply chain management (SCM) performance. Isirimah and Onuoha (2020) found that effective CRM positively impacts customer satisfaction, loyalty, and retention. Their study also highlighted that CRM enables businesses

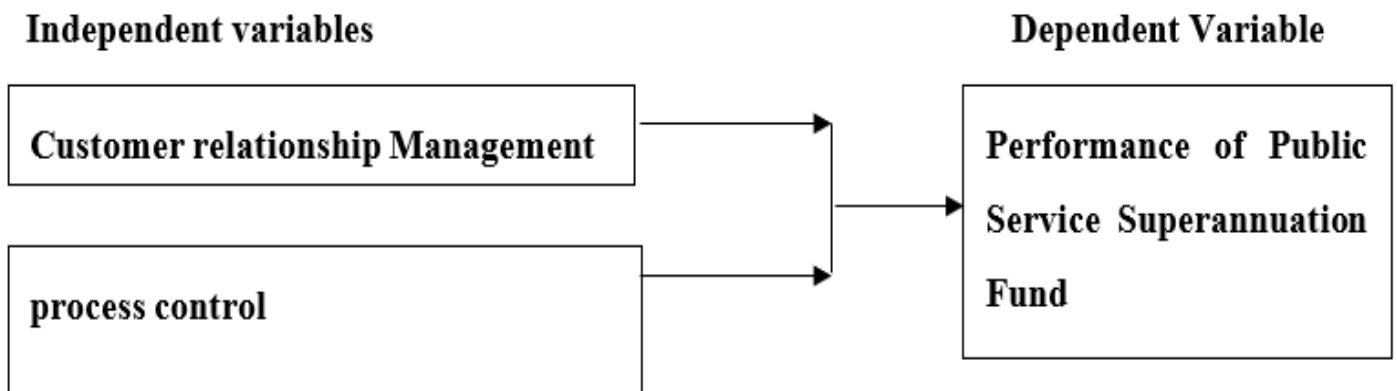
to collect valuable data on customer preferences and demand trends, which can be used to streamline supply chain operations. Errida and Lotfi (2021) emphasized the role of CRM in improving collaboration and communication among suppliers, manufacturers, and customers. They noted that CRM tools and practices provide firms with significant insights into consumer preferences and behaviors, allowing for more efficient and effective supply chain processes.

Chichester and Lee (2017) explored the impact of CRM on supply chain operations in a competitive industry. Their research demonstrated that companies can gain significant insights into client preferences by building on the foundation of CRM, enabling them to coordinate their supply chain activities more efficiently. The study also highlighted that effective CRM strategies facilitate seamless communication and collaboration across the supply chain, leading to enhanced coordination and reduced operational inefficiencies.

In the realm of process control, Samad et al. (2021) investigated its importance in inventory chain management. Their findings indicated that effective process management approaches help businesses maximize productivity while reducing expenses. The study emphasized the need for monitoring various aspects of the supply chain, such as stock levels, production schedules, and quality control. Samad et al. also found that process control aids in discovering growth opportunities and ensures that all crucial operations are in sync with the company's strategic objectives.

Sharma et al. (2021) focused on the role of process control in strategic logistics oversight. Their research underscored the importance of effective process control systems in enhancing operations and maintaining competitive edge in the market. The study found that by closely monitoring inventory levels, production schedules, and quality assurance, businesses can keep the flow of goods and services efficient and uninterrupted. Sharma et al. concluded that comprehensive process control strategies help businesses increase customer satisfaction, productivity, and long-term growth, while also enabling organizations to adapt to shifting market demands and ward off potential threats.

Conceptual Framework



RESEARCH METHODOLOGY

The study adopted a descriptive research design to investigate strategic supply chain management practices and performance of the Public Service Superannuation Fund. The target population comprised 343 respondents from all departments of the fund, including senior level management, middle level management, and support staff. Simple random sampling was used to select a sample size of 150 participants, representing 42.97% of the target population. Data collection was conducted using semi-structured questionnaires distributed primarily through electronic media (email) due to COVID-19 restrictions. The study employed both qualitative and quantitative data analysis methods. Qualitative data was analyzed using content analysis and presented in prose form, while quantitative data was analyzed using descriptive and inferential statistics, presented in tables and graphs. SPSS was used to generate the analysis report, and a multiple regression model was applied to examine the relationships between the variables.

RESEARCH FINDINGS AND DISCUSSION

Response Rate

A total of 150 Questionnaires were randomly distributed to 150 employees of the Superannuation fund office of which three questionnaires were given to be completed by the staff working in the fund management. After seeking the participants' consent, they completed the questions in the questionnaire and later on the questionnaires were collected back to the researcher. The response rate is shown in table 5 and figure 2

Table1:Response Rate

Response Rate	Frequency	Percentage (%)
Response	133	88.78%
Non response	17	11.22%
Total	150	100%

Out of a total of 150 questionnaires which are given out, 133 responses forming 89% were received back from respondents. And according to Mugenda, and Mugenda (2019) a response rate of 70% or higher is considerably adequate for research analysis. Non response were 17 that was 11%. From 133 respondents, 10 of the responses were found with minor errors and they were treated as incomplete hence the analysis was carried out using 123 responses which constituted 82% of the total questionnaires administered.

DESCRIPTIVE RESULTS

Table 2 presents the descriptive results of customer relationship

Table 2: Customer relationship (CRM)

S/No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		F%	F%	F%	F%	F%	F%
CRM1	Does the firm has high retention rates for the customers?	0.2%	1.0%	4.5%	22.8%	71.5%	100%
CRM2	Are there mechanisms to measure and ensure customer satisfaction?	66%	27.8%	3.8%	1.5%	0.9%	100%
CRM3	Customer experience is very important component in customer relationship with the firm	0%	0.4%	1.6%	28.5%	69.5%	100%
CRM4	Is there strong customer engagement strategy to ensure that the service provided is reliable and effective?	67%	20%	10%	3%	%	100%
CRM5	Does the firm implement just-in-time management strategy to	45%	35%	15%	5%	0%	100%

	ensure customer needs are met effectively?						
CRM6	To what extend does supply chain policy impact on real customer loyalty within the firm' operations?	0%	0.6%	0.2%	29.4%	68.8%	100%

Table 2 shows the rate at which respondents are related to the performance of the public institutions. In the first statement which tested whether the firm has high retention rates for customers, the majority of the respondents 71.5%, strongly agreed to the sentiments, 22.8% of the respondents agreed and 4.5% of the people had no idea while those who disagreed and strongly disagreed were 1% and 0.2% respectively. This test claimed that customers had a great influence on the performance of public institutions in Kenya. On the second statement about measures put in place to ensure customer satisfaction, the respondents did not agree with this statement. Out of the total respondents, 66% strongly disagreed, 27.8% disagreed, 3.8% had their choice held, while only a few percent of 1.5 and 0.9 agreed and strongly agreed respectively. This second statement clearly states that customers are not treated right and there has to be mechanism set in place to improve customer service.

The third question that was asked was about the importance of customer experience. This question majority of respondents 69.5% strongly agreed, while 28.5% agreed, 1.6% neither agreed nor disagreed, while only 0.4% disagreed. This shows the best services you give to customers, makes them come again next time and even with more clients, hence increasing the institution's revenue. The fourth question also left respondent to resist the claim that there is strong customer engagement strategy to ensure that the service provided is reliable and effective. The majority of the respondents strongly disagreed taking 45% of the respondents, 20% disagreed, 10% were neutral, 3% agreed and no respondent strongly agreed. Again this issue has to be looked into to win more clients and customers.

The fifth question about the implementation of the firm's emergency time for customer needs. And from this question it was found to be a challenge, since 45% of the respondents strongly disagreed with the sentiments, 35% disagreed, 15% had no idea, and only 5% of the respondents agreed. This shows that most of the Kenyan public institutions are never prepared to serve the customers who are in a hurry. This may lead to a decrease in the net revenue. The last question about this customer relationship, was about whether the supply chain polycies has impacted customer loyalty. Out of the total respondents, 68.8% strongly agreed to the claim, while 29.4% agreed, 0.2% of the respondents were on the neutral ground, while 0.6% disagreed. In general customer satisfaction, security, and services were strongly related to the supply chain policies of public institutions. Good service wins customers and makes them stay while poor service, leads to poor ratings of the institution by the customers.

Table 3: Process control practices (PCP)

S/No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		F%	F%	F%	F%	F%	F%
PCP1	There is Quality control mechanisms in service delivery delivery to ensure that the firm operates efficiently.	4.5%	3.5%	16%	38%	38%	100
PCP2	There is need to check procurement process and	0.25%	1.75%	0%	34.5%	63.5%	100

	review Turn-around-time for many projects?						
PCP3	There is Role segregation in the supply chain management department to encompass better implementation of activities in the firm.	0%	18.5%	4%	3%	74.5%	100
PCP4	The is significant Quality of the decision making process in the supply chain management.	1.3%	1%	4.7%	45%	49%	100
PCP5	The is strong Execution and planning criteria for all the projects or activities in which the firm is involved.	0.4%	1.6%	5%	76%	18%	100%
PCP6	Is there Continuous improvement in all the activities in the firm?	0.3%	1.1%	5.6%	48.5%	44.5%	

Table 3 gives the response rates of the effect of Cost of equipment acquisition and process control practices. The first question to respondents was whether there is a quality control mechanism in service deliver. The majority of the respondents agreed, whereby those who strongly agreed and strongly agreed were 38% each. 16% neither agreed nor disagreed, 3.5% disagreed and 4.5% strongly disagreed with the claim. Since most of the responses agreed, it is clear that there is a quality control mechanism for service delivery to ensure that the firm operates efficiently. The second question of interest was whether there is a need to inspect the procurement process and review turn-around for many projects. The respondents who strongly agreed to this sentiment were 63.5% which was the highest followed by those who agreed were 34.5%, those who disagreed were 1.75%% and only 0.75% strongly disagreed. This also tells that there is need to check the procurement process and review turnaround for may projects in order to improve the quality services.

Another concern was about process control practice was about the roles segregation in the supply chain management. 74.5% of respondents strongly agreed with the claim, 3% agreed, 4% held their thoughts, and 18.5% disagreed. This concern is important as it essential for firms to process role segregation in the supply chain management to encompass better implementation of activities in the firm. The fourth question was about the significance of quality in decision-making in supply chain management. The majority of respondents 49% strongly agreed, 45% agreed, 4.7% neither agreed nor disagreed 1% disagreed and 1.3% strongly disagreed. From these tallies, it is clear that there is a significant quality of the decision-making process in the supply chain management.

The next point of interest was about the strength of execution and planning criteria for all the projects or activities. Out of the total respondents, 18% strongly agreed, 76% agreed, 5% neither agreed nor disagreed while those who disagreed and strongly disagreed were 1.6% and 0.4% respectively. This explains the impact of the strong execution and planning criteria for all the projects. The last point of interest in the practice control role was if there is continuous improvement in all activities in the firm. 44.5% of the respondents strongly agreed, 48.5% agreed, 5.6% neither agreed nor disagreed, 1.1% disagreed and only 0.3% strongly disagreed. These responses show that in the public institutions in Kenya, there is continuous improvement in all the activities and projects. In general it is essential for public institutions in Kenya to put the practice control in place and examine how the same process control influences the performance on the public institutions.

Table 4: Strategic Supply Chain Performance (SSCP)

S/No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
		F%	F%	F%	F%	F%	F%
SSCP1	Is there Company growth attributed to strategic supply chain management?	0.9%	0.5%	7.6%	28%	63%	100
SSCP2	Is there Return to investment when the firm sets up suitable procurement systems for supply chain management?	0%	1.5%	0%	74.4%	24.1%	100
SSCP3	Are there policies to ensure that there is effective Resource utilization within supply chain department?	0.6%	1.5%	0%	25%	72.9%	100
SSCP4	Does Management strategy guide all supply chain activities in the organization?	1.7%	2.3%	6%	15%	75%	100
SSCP5	Does Technical capacity improve on the supply chain management processes?	1%	2%	3%	10%	84%	
SSCP6	Are there benefits related to Cost reduction in supply chain management?	0%	0%	4%	6%	12%	78%

Table 4 gives the response rates of strategic supply chain management's effect on organization performance. The provided data assesses various aspects of strategic supply chain management (SSCP) and its impact. The first question of our interest in this strategic supply chain management was whether the company growth was attributed to strategic supply chain management. The tally shows that 63% of the respondents strongly agreed with the claim, 28% agreed, 7.6% neither agreed nor disagreed, 0.5% disagreed and 0.9% strongly disagreed. According to the responses, majority of the respondents agreed indicating that indeed company's growth has attributed to strategic supply chain management. The second question was about whether the returns to investment is suitable for procurement systems for supply chain management. The statistics populated below revealed that it is true about the claim since majority of the respondents agreed whereby 24.1% strongly agreed and 74.4% agreed. However, only 1.5% of the respondents disagreed.

The next question was about the presence of policies to ensure that there is effective resource utilization within supply chain management. From the findings, 72.9% of the respondents strongly agreed, 25% agreed, 1.5% disagreed and 0.6% strongly disagreed. Since the majority of the respondents agreed, the research reveals that there is policies to ensure effective resource utilization with the supply chain management. The fourth question is whether the management strategy guides all supply chain activities in the organization. From the tally, 75% of the respondents strongly agreed, 15% agreed, 6% neither agreed nor disagreed, 2.3% disagreed and only 1.7% strongly disagreed. These statistics shows that indeed the management strategy guides all supply chain management in the organizations. The fifth question was about whether technical capacity improve on the supply chain management processes. 84% of the total respondents strongly agreed, 10% agreed, 3% neither agreed nor disagreed, 2% disagreed and 1% strongly disagreed. Again these stats reveals that technical capacity in the

organization improves the supply chain management processes.

The last question of concern about supply chain management is whether there are beneficiaries to the cost reductions in supply chain management. The results showed that 78% of the total respondents strongly agreed, 12% agreed, 6% neither agreed nor disagreed, and only 4% disagreed. According to this response rate, majority of the respondents agreed with the claim hence, there are benefits related to cost reduction in supply chain management. In general, from the analysis, incorporating all these plans and techniques in the strategic supply chain performance (SSCP) will improve the performance of supply chain management in the public institutions in Kenya

Regression Coefficient

A regression analysis was applied to better understand the relationship between independent and dependent variables. SPSS software was used to enter and code responses from the respondents to assist in evaluating the extent to which the independent variable influences the dependent variable. Table 5 presents the regression coefficients.

Table 5:Regression Coefficients

Model	Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.992	0.317		0.965	0.000
	Customer relationship	0.297	0.090	0.015	.0185	0.0853
	Process control	0.334	0.092	0.320	3.742	0.000

a. Dependent Variable: Strategic supply chain management Performance

The regression model becomes; $Y = 1.992 + 0.297X_1 + 0.334X_2$

Where X_1 is customer relationship and X_2 Process control

The study findings reveal that both customer relationship management and process control have a positive influence on the performance of the Public Service Superannuation Fund's strategic supply chain management. However, their impacts differ in magnitude and statistical significance. Customer relationship management shows a positive but relatively weak effect ($\beta = 0.015$, $p = 0.0853$), indicating that while it contributes to improved performance, its impact is not statistically significant at the conventional 0.05 level. On the other hand, process control demonstrates a stronger and statistically significant positive influence on performance ($\beta = 0.320$, $p = 0.000$). This suggests that improvements in process control practices are likely to yield more substantial and reliable enhancements in the fund's strategic supply chain management performance. Based on these results, the study recommends that while the fund should continue to invest in customer relationship management, it should place a particularly strong emphasis on enhancing its process control measures to optimize its supply chain performance. This could involve implementing more rigorous quality control systems, leveraging advanced analytics for real-time process monitoring, and fostering a culture of continuous improvement among staff.

CONCLUSION

The study concludes that both customer relationship management and process control play significant roles in the strategic supply chain management performance of the Public Service Superannuation Fund, albeit with varying degrees of impact. Customer relationship management, while positively influencing performance, demonstrates a relatively modest effect that falls short of statistical significance at the conventional level. This

suggests that while CRM practices contribute to improved performance, their impact may be less direct or immediate than anticipated. In contrast, process control emerges as a critical factor with a strong and statistically significant positive influence on the fund's supply chain management performance. This underscores the importance of robust process control measures in optimizing operational efficiency and effectiveness within the fund. The findings imply that while maintaining a focus on customer relationships is valuable, the fund would likely see more substantial and immediate improvements in its supply chain performance by prioritizing and enhancing its process control practices. This could involve implementing more sophisticated monitoring systems, leveraging data analytics for real-time process optimization, and fostering a culture of continuous improvement among staff. Ultimately, a balanced approach that emphasizes process control while still nurturing customer relationships appears to be the most promising strategy for enhancing the overall performance of the Public Service Superannuation Fund's strategic supply chain management.

RECOMMENDATION

The study recommends that the Public Service Superannuation Fund should prioritize the enhancement of its customer relationship management (CRM) practices. This can be achieved by implementing a citizen-centric approach to service delivery, where the needs and preferences of fund members are at the forefront of all operations. The fund should establish robust feedback mechanisms, including surveys and focus groups, to continuously gather insights from members and improve service quality. Furthermore, the implementation of advanced CRM systems is crucial to centralize customer data and facilitate personalized interactions. By doing so, the fund can foster stronger relationships with its members, leading to increased satisfaction and loyalty. It is also recommended that the fund develop and track specific performance metrics and Key Performance Indicators (KPIs) related to customer relationship management to quantify progress and identify areas for improvement.

Regarding process control, the study recommends that the Public Service Superannuation Fund should implement comprehensive quality control measures to ensure that all processes are efficient, error-free, and adhere to established standards. This involves continuous monitoring and evaluation of processes to identify and eliminate bottlenecks and inefficiencies. The fund should foster a culture of process improvement and innovation among its employees, encouraging them to contribute ideas for enhancing operational efficiency. Additionally, it is recommended that the fund invest in advanced data analytics and modern technology to automate and streamline its supply chain processes. Implementing systems that provide real-time data and insights into process efficiency will enable data-driven decision-making and prompt identification of areas needing improvement. As with customer relationship management, the fund should define and track specific performance metrics and KPIs for process control to measure progress and guide future improvements.

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